

Keeping up with Technology - Incremental Capability Provision

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Report Documentation Page		
Report Date 25SEP2001	Report Type N/A	Dates Covered (from... to) 25SEP2001 - 27SEP2001
Title and Subtitle Keeping up with Technology - Incremental Capability Provision		Contract Number
		Grant Number
		Program Element Number
Author(s) Guild, Nigel C F		Project Number
		Task Number
		Work Unit Number
Performing Organization Name(s) and Address(es) Defence Procurement Agency		Performing Organization Report Number
Sponsoring/Monitoring Agency Name(s) and Address(es) EOARD PSC 802 BOX 14 FPO 09499-0014		Sponsor/Monitor's Acronym(s)
		Sponsor/Monitor's Report Number(s)
Distribution/Availability Statement Approved for public release, distribution unlimited		
Supplementary Notes See Also ADM001419 for whole conference on CD-ROM. These papers are from the Harnessing Advanced Technology for C4ISTAR, The Second Annual Advanced Technology Conference, held 25-27 September 2001 at The Great Malvern Theatre Complex., The original document contains color images.		
Abstract		
Subject Terms		
Report Classification unclassified		Classification of this page unclassified
Classification of Abstract unclassified		Limitation of Abstract UU
Number of Pages 16		

Keeping up with Technology - Incremental Capability Provision

- **Smart Acquisition**
- **Why do we need it?**
- **Application to
Reality**
- **Lessons learned**

Smart Acquisition

Aim:

“To enhance defence capability by acquiring and supporting equipment more effectively in terms of time, cost and performance”

Why do we need it?

- Reducing dominance of Defence in technology and commerce.
- Need to reduce the “time to market” of military capabilities.

Incremental Acquisition

- A fundamental concept from the UK Defence Review Acquisition Organisation studies in 98
- Built on best practise already widely deployed throughout many Defence programmes.

Where can it be applied?

- Almost anywhere!
- Wide ranging examples include:
 - Type 45 Destroyer
 - Challenger Tank
 - Typhoon
 - Operational C4 Systems



Key Differences for C4I Acquisition

- Time
 - we need the capability now
 - cannot afford project approvals delays
- System complexity
- System life expectancy is shorter
- Continuously emergent requirements
- The target is accelerating away

Programme Examples

- Royal Navy Command Support System (RNCSS)
- Joint Operational Command System (JOCS)
- Both procured from the same supplier (EDS Defence Ltd) using different procurement models

Royal Navy Command Support System

- Detailed requirement capture 1991-1996
- Project approval given in 1996 and a single contract placed with prime contractor in Jul 96
- Incremental software deliveries to end 2001
- Outcome
 - Customer expectations and needs have changed in the intervening period
 - Significant effort required to re-focus capabilities.



Joint Operational Command System

- Requirements capture in 1995/6
- Approvals obtained for overall project
- Each increment contracted individually
- Increment delivered within 12-18 months of contracting
- Outcome
 - User revisits the detail of the requirement regularly
 - Less detail on precise capability up front
 - Delivered capability was matched to new technology and User needs



Lessons Learned

- Flexibility
- Have a single consistent requirement
- Gainshare
- Track the commercial market

Incremental Acquisition Process

- Obtain approval for the whole programme.
- Define the initial capability in detail and broad understanding of later increments.
- Recognise the need for regular capability roll out, both for maintenance and new capabilities.
- Leave scope for re-prioritising.
- Add increments as identified.
- Decisions must be made on a whole life cost of ownership basis.

Incremental Issues

- Do not define the total programme capability delivery in detail at the outset.
- If you overspend in the early phases, later phases can fall short of User expectations.
- Commitment to infrastructure is made early (and may not support future detailed requirements).
- Getting agreed and consistent priorities is difficult.
- An increment is only a part of the system and cannot be considered in isolation.
- Can be dealing in all phases of a project at once.

Close

- **Incremental capability provision is a viable solution to C4I acquisition.**
- **It is not a new concept but a wider understanding of process is emerging.**
- **Success requires:**
 - **Close Customer and Supplier contact**
 - **To understand the risks you are exposed to**
 - **Flexibility**

Further information:

- Acquisition Management System
 - via www.mod.uk
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